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TAB H

SYNOPSIS OF COL. WHITE'S CLOSING REMARKS

1. Before his summary remarks, Col. White expressed for the group the disappointment felt because of Gen. Carter's inability to join us as planned. The press of a current crisis had made this impossible. Col. White relayed the General's apologies and stated that he would attempt to mention some of the things that he thought Gen. Carter might have talked about. Before he did this, he commented on the summaries and how well they turned out:

2. Career Service - He stated that [redacted] summary presented real food for thought; in fact, he would even consider the recommendation on the reconstitution of the Career Service Board.

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3. Administrative Workload - In commenting on this subject, Col. White cautioned all present never to take a position of inflexibility whereby we give a negative answer because in our opinion the regulations appear to prohibit something. If it's a matter of law, that is one thing; but if the problem relates to one of the various rules we have adopted to regulate ourselves, that is something which can be changed. We should and must be as imaginative and as flexible as possible. In specific reference to workload, as such, he reiterated his desire to reduce some as long as it was consistent with good management. He also mentioned the necessity of distinguishing between workload generated by the operational elements and that which is of administrative origin. He concluded his comments on this topic by again appealing for flexibility, pointing out how the loss of this has made certain other Government Agencies more bureaucratic and, hence, less able to cope with change in a constantly and rapidly changing world.

4. Liaison - On this topic, Col. White expressed views concerning our dependence on, and need for, effective liaison with other Government Agencies. He emphasized the importance of rapport between members of the Agency and our counterparts elsewhere in the Federal establishment.

5. Housing - He felt some new thoughts had come out of the housing workshop, but he encouraged all to think in terms of some sort of an allowance system which would obliterate the need for bookkeeping. This is not always possible he admitted; but to the maximum extent possible, he wanted to move in the direction of simplified settlements

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6. Exceptions and Delegations - Here Col. White seconded the workshop leaders views on the desirability of simplifying the machinery for processing exceptions and the like. He mentioned his feeling that such a program, to be administered properly on a large scale, must have as its keynote flexibility rather than universality; hence, it must be related to the particular cover at a particular location. He came out in favor of more delegations, but not blanket delegations. He mentioned the too numerous individual Station and Division policies and stated that without impinging on operational matters many of these could be standardized. In this connection he expressed his continuing concern about the lack of a policing mechanism to see that such delegations are being carried out properly.

7. Col. White summarized his remarks on the workshop presentations by returning to the keynote of his expressed philosophy, that of continued and expanded flexibility. He then thanked [redacted] and others for their help in arranging the Conference and started to talk about some things he felt Gen. Carter might have discussed had he been able to join us.

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8. At the outset he pointed out that the General is intensely interested in good management, as is the Director. When flaps occur in the management field, regardless of where, the Deputy Director concerned is held responsible, as well as the functional component. He pointed out the responsibility of the Support Officer to keep his boss out of trouble in these areas; and reiterated his view that Support Officers do not work for him, but for the component commander where they are assigned.

9. Col. White then discussed the subject of security which he felt the General would have mentioned. He related the [redacted] case to the supervisors responsibility to know all aspects of his subordinates life. Here again he observed that the Support Officer has to play a leading role to instill this attitude throughout his component. He also mentioned Fitness Reporting and expressed his dissatisfaction with the quality of these reports. He echoed Gen. Carter's view on supervisory responsibility for objective reporting so that the files can in the future contain an accurate history of an individual. In many separation cases, the files have proved of little value since the Fitness Reports had consistently failed to be frank in documenting an individual's shortcomings. He told the group of the General's directive formalizing the Personnel Disposition Board which is concerned with problem cases. This Board in effect looks at problem cases through the Agency's eyes, in addition to the review given by the individual supervisor. This further sign in the direction of better personnel management should be headed by supervisors who tend to shirk the admittedly difficult job of objective employee evaluation. Col. White then made some

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final comments on management. As an Agency, we have a very high level of overall competence in most fields; but as professional managers, we leave something to be desired. In these days of tighter budgets and personnel ceilings, we have got to improve in this field. He noted an encouraging trend in certain recent management training where other than DDS components were significantly represented. He asked the Support Officers to take the lead in encouraging better management in the components they represented. He ended the Conference by thanking all concerned for their fine participation and stated that this was one of the most productive conferences we have ever had.